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THIS IS UNEVALUATED INFORMATION

1. Every ministry is headed by a minister and deputies are assigned to assist him. Since every ministry in the Soviet Union embraces a large and varied circle of activities with individual components scattered over enormous distances, the ministers themselves do not supervise all the activities of the ministry, but delegate some of their duties to deputies according to their various fields of activity. This means that each deputy minister is assigned those areas of work which are related to one another. As a consequence, the managers of definite areas within the ministry resolve all problems in conjunction with that particular deputy to whom the given area of activity is subordinated. Problems can be taken up with the minister after coordinating with the appropriate deputy minister. The minister is still charged with general supervision and responsibility for all branches of activity and he may interfere in any of the activities of any of his deputies. The minister is the sole supervisor of all branches contained within his ministry. Insofar as possible, deputy ministers are appointed from among specialists in the given field, for example, technical, exploitation, etc.
2. Each major ministry usually has five deputy ministers. The following is the normal pattern of delegation of duties between the minister and his deputies.
  - (a) Minister - general supervision.
  - (b) Deputy Minister for General Problems. He usually is in charge of central directorates and auxiliary departments which are not concerned with exploitation, as the planning-economic department, the labor and salaries department, the commercial department, accounts, the finance directorate, etc.
  - (c) Deputy Minister in charge of the industrial, technical, construction branches of the ministry (akin to the chief engineer).
  - (d) Deputy Minister in charge of personnel and the organization of training.
  - (e) Deputy Minister (usually two and sometimes more) in charge of the fundamental

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activity of the ministry (problems of exploitation in the transport ministries, extraction of minerals in the mining ministries).

3. In the former Ministry of the Merchant Marine functions were divided as follows between the Minister and his deputies:

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(a) Minister of the Merchant Marine - Novikov

General supervision over the Ministry's production and finance activities.

(b) Deputy Minister of the Merchant Marine - Bayev (General Problems)

Central Directorate of the Sea Register,  
Central Department for Militarized Guard,  
Planning-Economic Department  
Department of Labor and Wages,  
Central Accounting,  
Foreign Currency - Finance Directorate,  
Secret Coding Department,  
Central Directorate for Marine Technical Supplies - Glavmortekhsnab,  
Central Directorate for Communications and Radio Navigation,  
Chief Marine Arbitrator,  
Publishing House for "Morskoy Transport",  
Printing Office for "Morisdats",  
Printing Office for the Ministry,  
Commercial Department,  
Juridical Department,  
Department of Freight Movements,  
Chief Directorate for Seaways - Glavmorput',  
Office Directorate,  
Administration-Properties Department.

(c) Deputy Minister of the Merchant Marine - Men'shikov

Chief Directorate for Marine Industry - Glavmorprom,  
Chief Directorate for Machine Construction Industry - Glavmashprom,  
Central Technical Directorate - TsTU,  
Department for the Development and Reconstruction of Ports,  
Chief Directorate for Marine Construction - Glavmorstroy  
Department of Capital Construction - OKS

(d) Deputy Minister of the Merchant Marine - Bakayev

Chief Directorate for Far Eastern Fleet and Ports - Glavdal'flot,  
Chief Directorate for the Northwest Fleet and Ports - Glavsevzapflot.

(e) Deputy Minister of the Merchant Marine - Savinov

Chief Directorate for the Southern Fleet and Ports - Glavyuzhflot,  
Chief Directorate for the Tanker Fleet - Glavnefteflot.

(f) Deputy Minister of the Merchant Marine - Khayurov

Chief Personnel Directorate,  
Chief Directorate for Educational Institutions - GUUZ,  
Military-Mobilization Department - VMO

4. In accordance with this delegation of duties, the manager of each department or chief directorate was supposed to decide all questions with the particular deputy minister to whom the department or chief directorate was subordinate. It was possible to decide questions with the Minister either by coordinating with the appropriate deputy minister or on demand of the Minister himself. Particularly important questions and questions of policy are not decided independently by the deputy ministers. Such problems are decided either by the Minister personally or else are brought to the attention of the Ministry Board (Kollegiya).

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